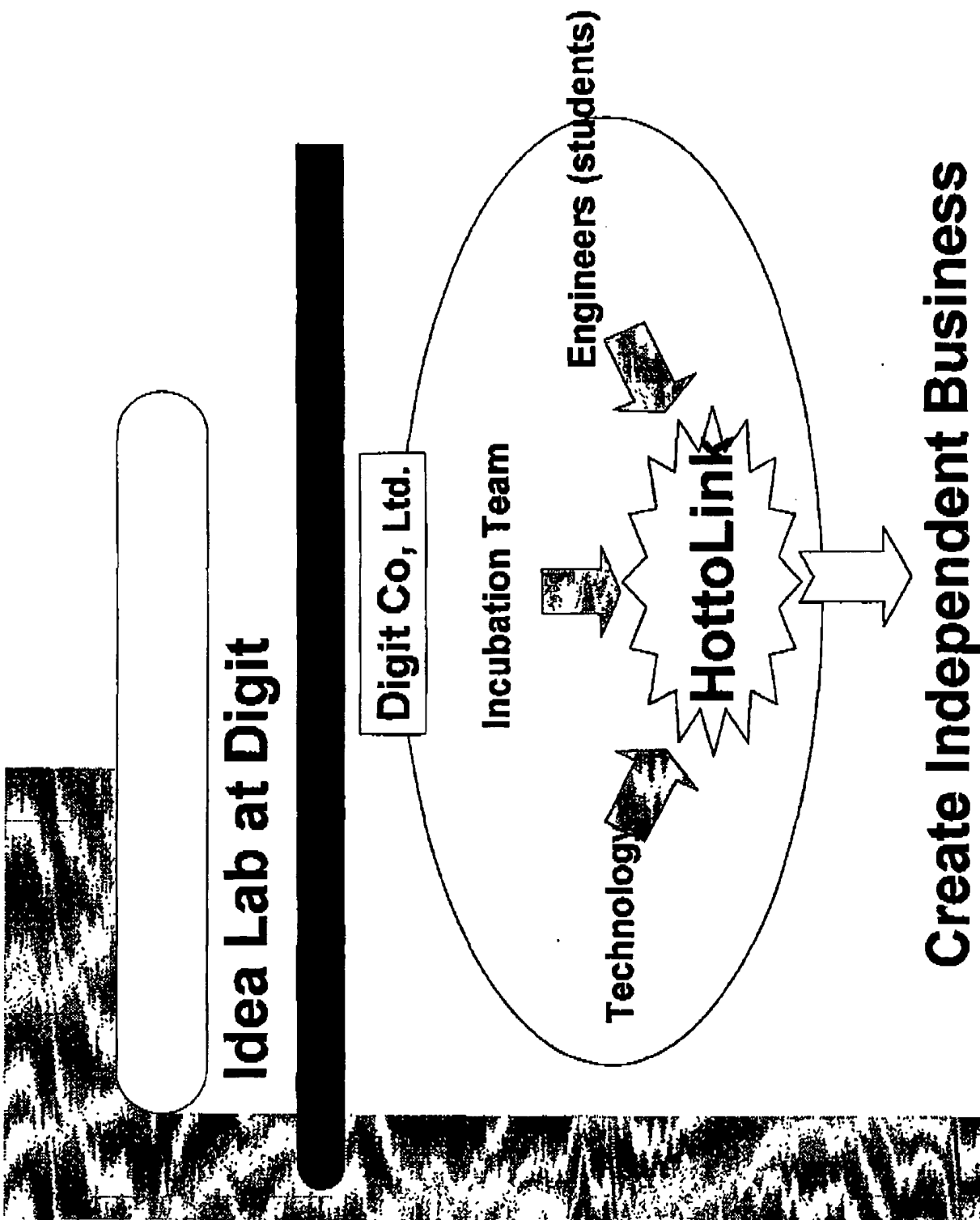


EXHIBIT A

HotToLink Business Plan

Making the Internet
more friendly

Digit Co, Ltd.



HotToLink Management Team—5

- Name
- Title/Position Development
- Bio
 - Graduate School, Tokyo University
 - Research interests include network protocol

- Name 何 斌達
- Title/Position
- Bio
 - Graduate School, Tokyo University
 - Research interests include parallel computer algorithm

HotToLink Management Team—1

- Name Kouki Uchiyama

- Title 代表取締役社長

- Bio

- 1992年4月 東京大学工学部船舶海洋工学科進学
- アメリカズカップ日本代表艇設計チームに所属
- 1994年3月 東京大学工学部船舶海洋工学科卒業
- 1994年4月 東京大学工学系研究科船舶海洋工学専攻修士課程入学
- 株式会社マジックマウス(現:デジタル株式会社)立上に参加
- 検索サッチー開発・プロデュース(IBM アプティバにバンドル、ローソンにてCD-ROM販売)
- 学生技術者派遣センター(現:デジタル派遣事業部)立上
- 1996年4月 東京大学工学系研究科船舶海洋工学専攻

- 博士課程進学

- 1997年3月 東京大学工学系研究科船舶海洋工学博士課程中途退学
- 1997年4月 株式会社マジックマウス(現:デジタル株式会社)正式入社
- 1998年5月 デジタル株式会社常務取締役就任
- 各種先端Web システム企画・開発 多数
- ショッピングモール企画・開発 多数
- 対話型インテリジェントインターフェースエージェントシステム開発
- 1999年6月 エージェント研究会(現:ホットリンクプロジェクト)立上

HotToLink Management Team-2

- Name
- Title/Position Financial strategies, Marketing, VP
- Bio

-東京大学法学部卒業

- 東京大学法学部助手就任
- マッキンゼー&カンパニー入社。デジタル業界系のVCのコンサルティングに従事

- Name
- Position In charge of Development
- Bio

-東京工業大学大学院総合理工学研究科物理情報工学専攻卒業。

- 株式会社富士通研究所にて、低ビットレート向け画像符号化方式、音声符号化方式の研究・開発に従事
- 現、大手コンピューターメーカー研究開発本部にて、画像処理研究に従事

HotToLink Management Team—3

- Name 氏名
- Title/Position 企画・デザイン担当、取締役
- Bio

- 日本大学芸術学部文芸学科中退。
- 現AVEC研究所代表。株式会社マジックマウスの設立に関わり、インターネットの創成期からホームページの企画・開発に携る。インターネット業界の草分け的存在。

- Name 氏名
- Title/Position 米国でのマーケティング・アライアンス戦略担当。取締役
- Bio

- 会津大学教授。会津大学で教鞭をとる傍ら、様々なインターネット関連企業の顧問を務める。IPA 審査員。
- 現在米国シリコンバレーに住居を構え、米国と日本を往復。

HotToLink Management Team—4

- Name 小島 真由美

- Title/Position 経営アドバイザー

- Bio

- 現東京大学工学部教授。元日本IBM営業本部長。元プラスウオーターハウス常務取締役
- デジットのインキュベーションチームの主要メンバー。デジット株式会社自体の経営コンサルティングも行う。



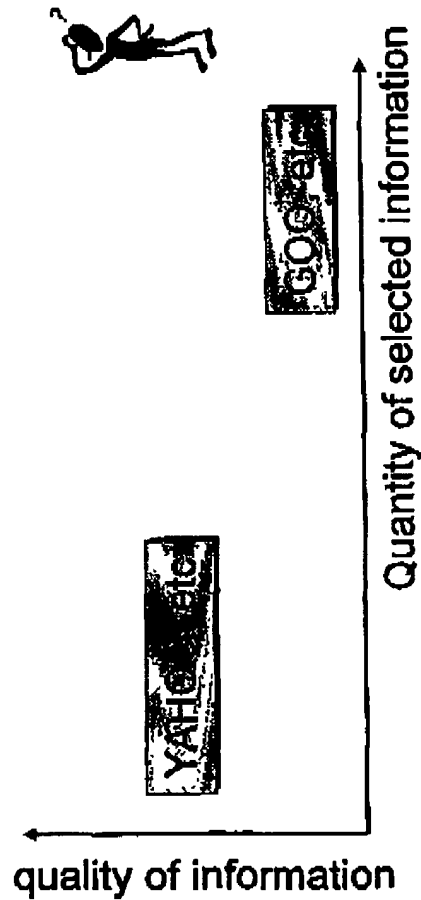
Objective: HotToLink will pursue



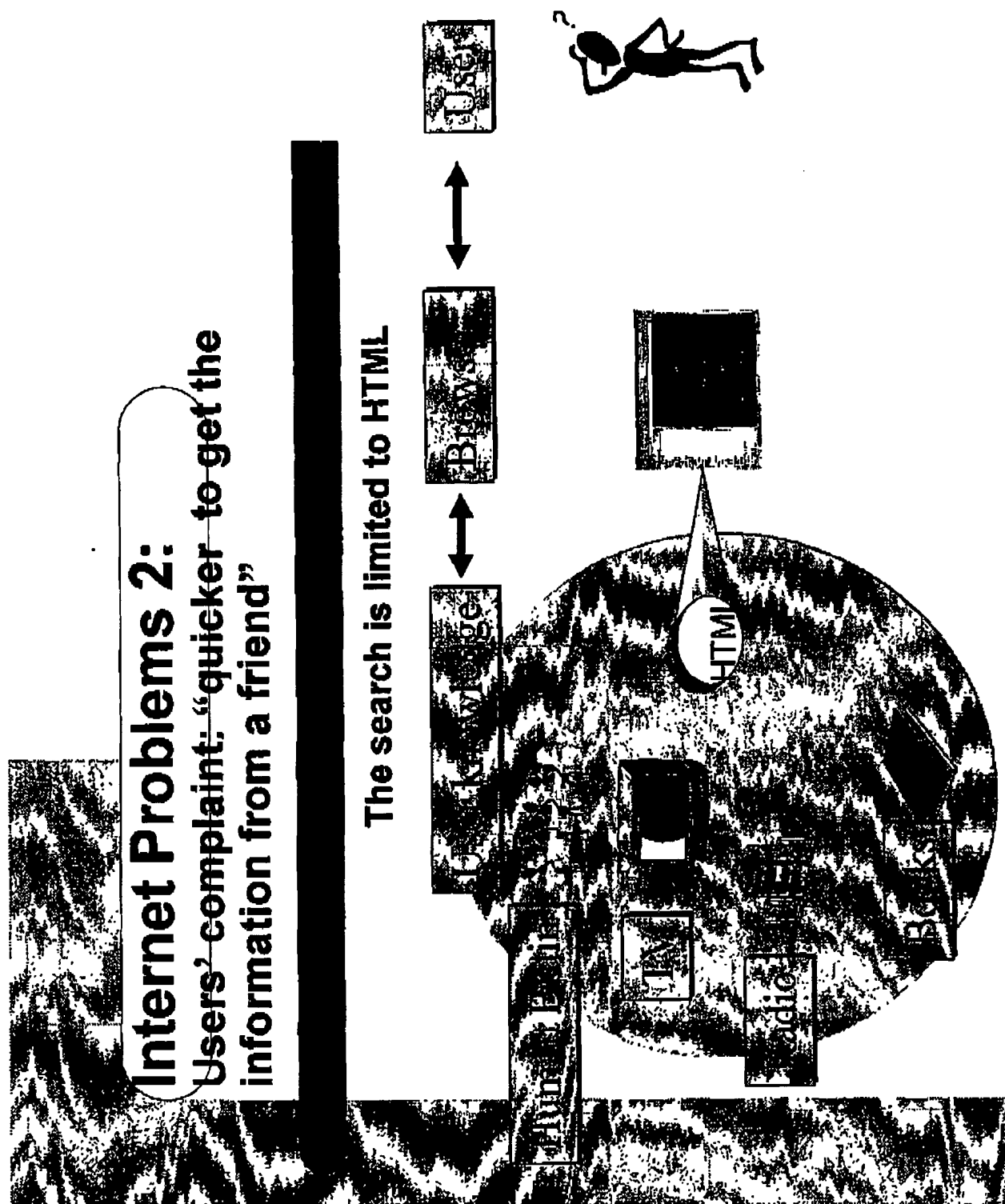
A friendly system that combines a user's knowledge and the power of computer to offer all the necessary information to the user

Internet Problems - 1: Users' complaint: "can't get to the information I'm looking for"

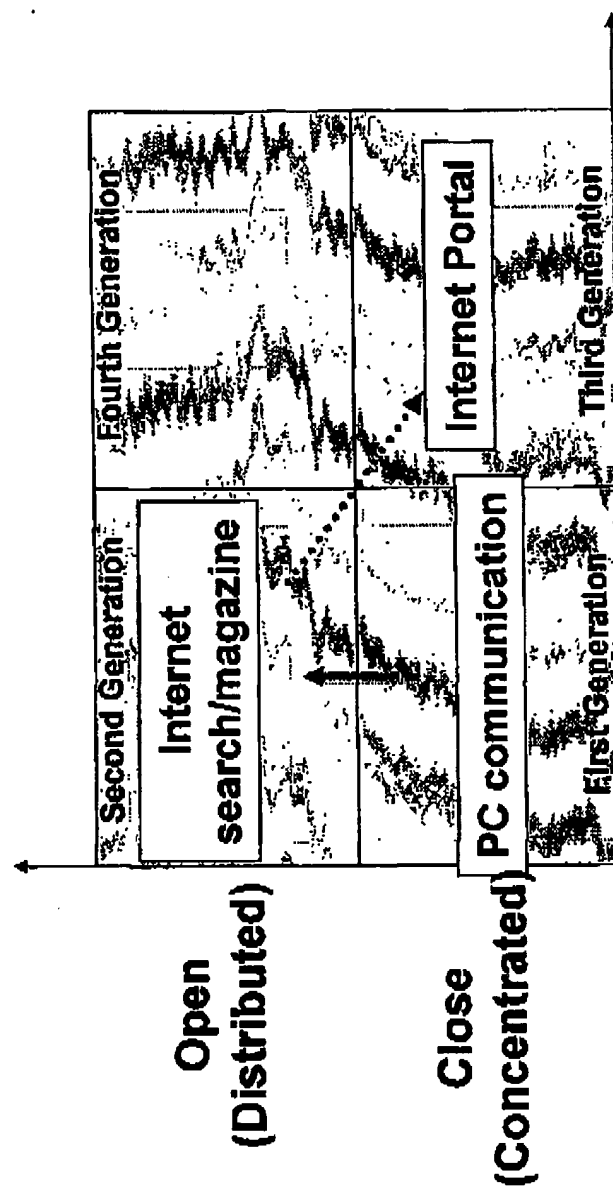
Selection power is limited



- **Manual search: Quantity suffers**
 - Directory type search engines, such as YAHOO
- **Automatic search: Quality suffers**
 - Robot type search engines, such as InfoSeek



Evolution of Contents Services (information search)



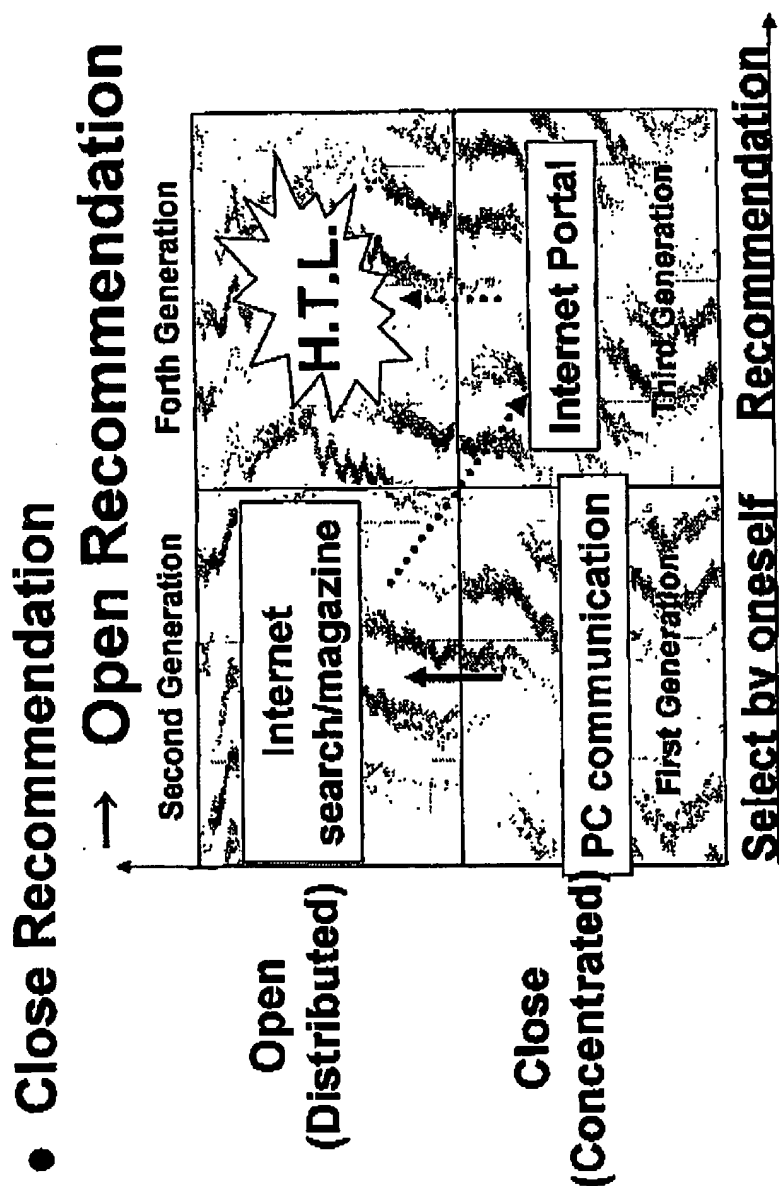
Select by oneself Recommendation



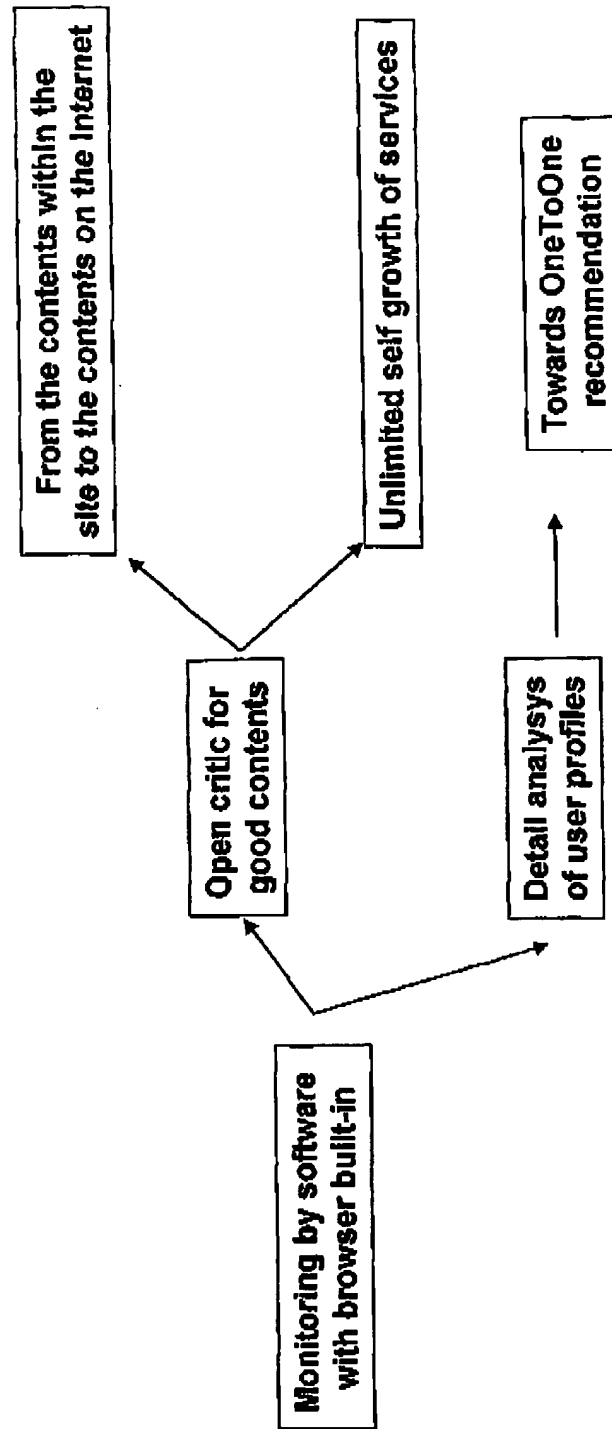
Problem with Portal

1. Contents are limited
2. Pre-selected recommendation -> for general public
3. Cost for acquiring contents are enormous
4. Always under pressure to update contents

Evolution of Contents Service (Information)

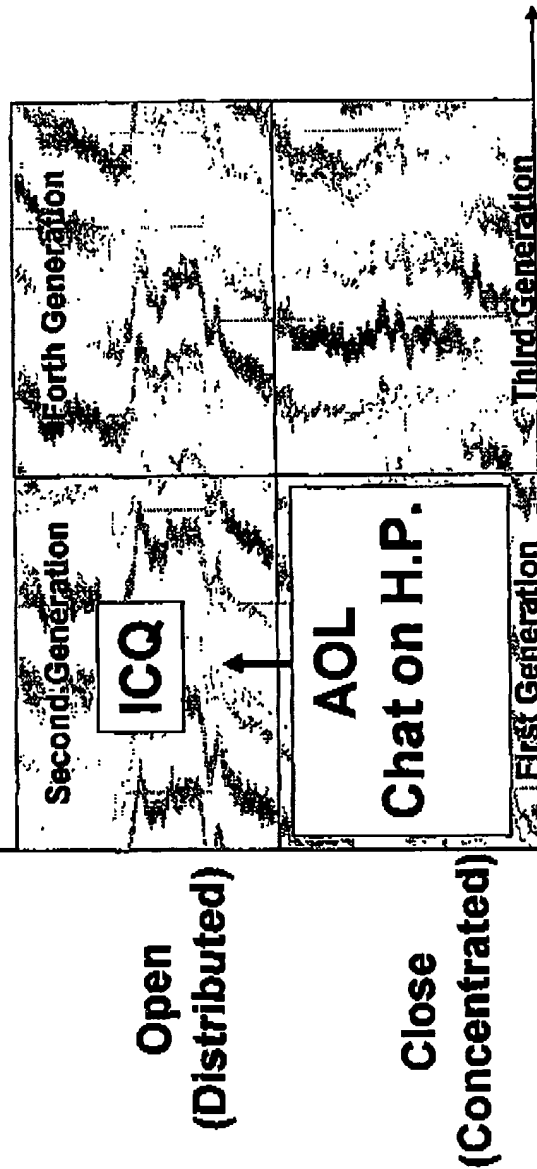


OpenRecommendationService = Unique feature of HotToLink



Evolution of Contents Service 2 (Communication)

- It is better to hear from people rather than to search Webs



Select by oneself Recommendation

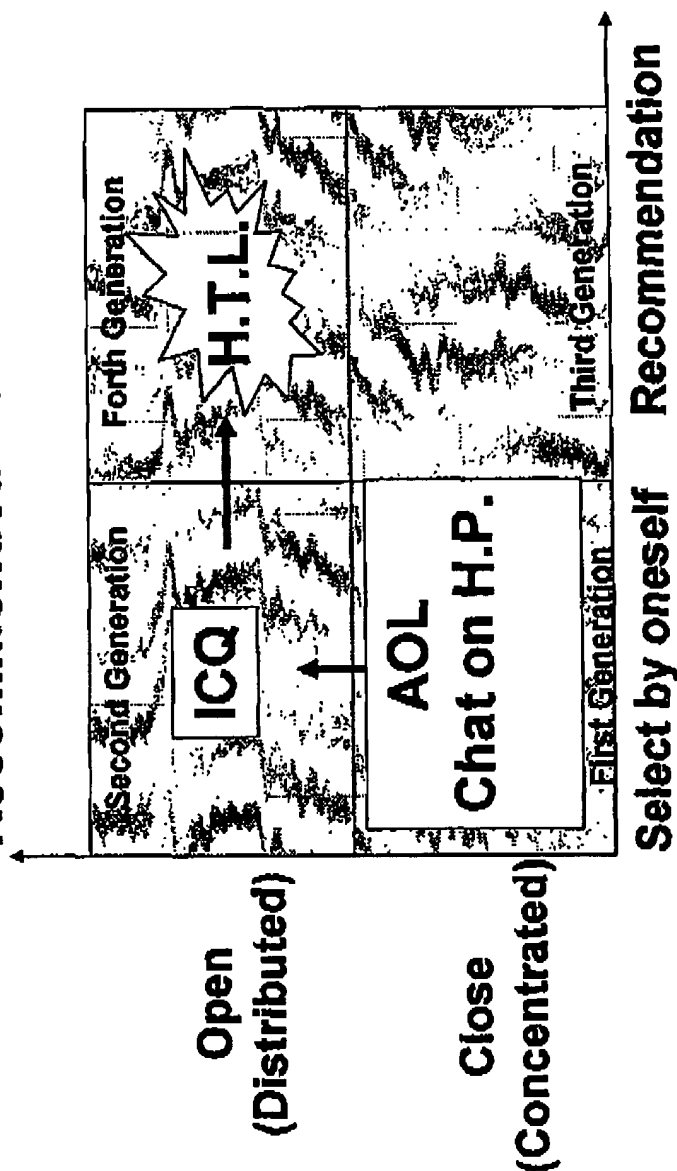


Problems of Communication Services

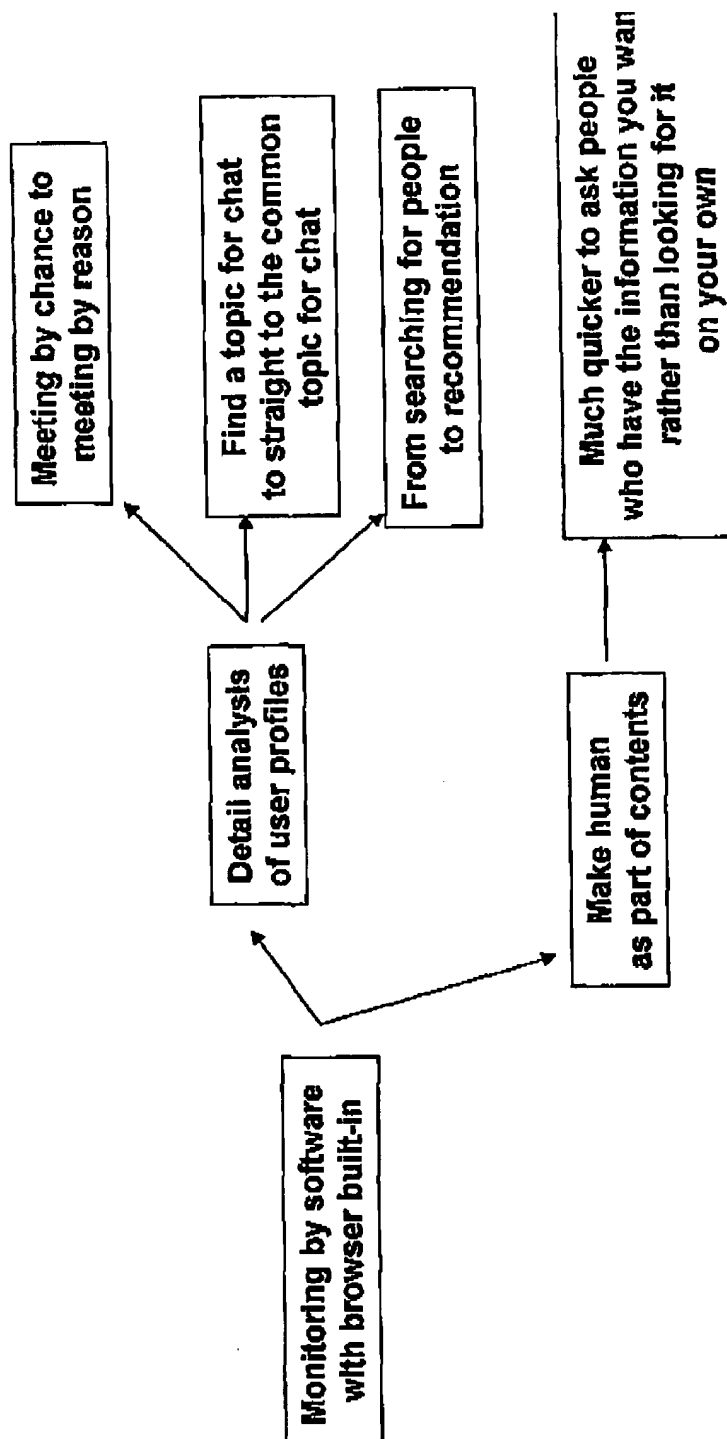
- **Information Exchange**
 - difficult to search a site with information
 - difficult to evaluate the person with the information
- **Meeting**
 - difficult to find a subject for chat
 - difficult to find a person who is compatible to you.

Evolution of Contents Service 2 (Communication)

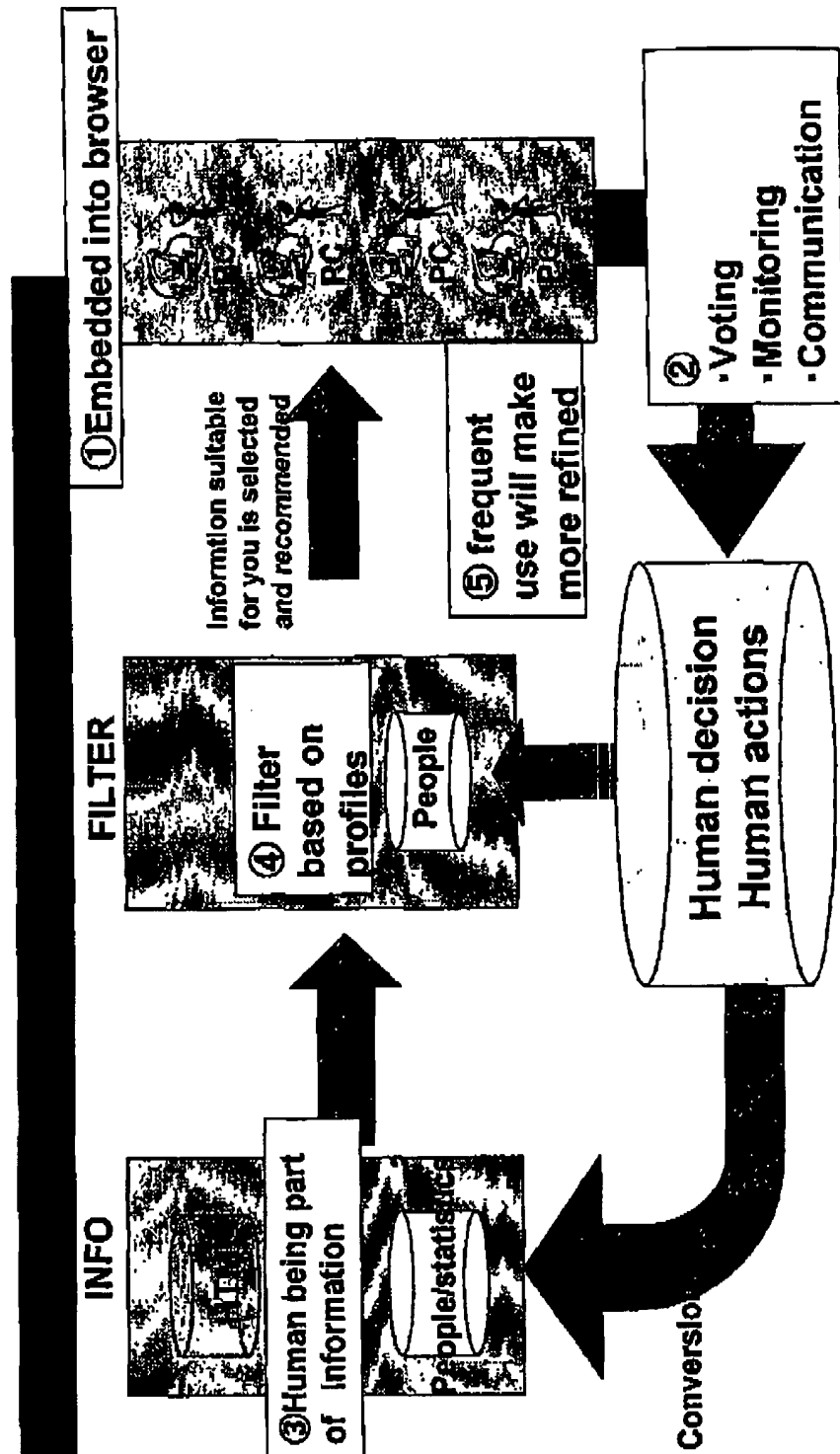
- Recommended Communication



Recommended Communication Service = Features of HotToLink



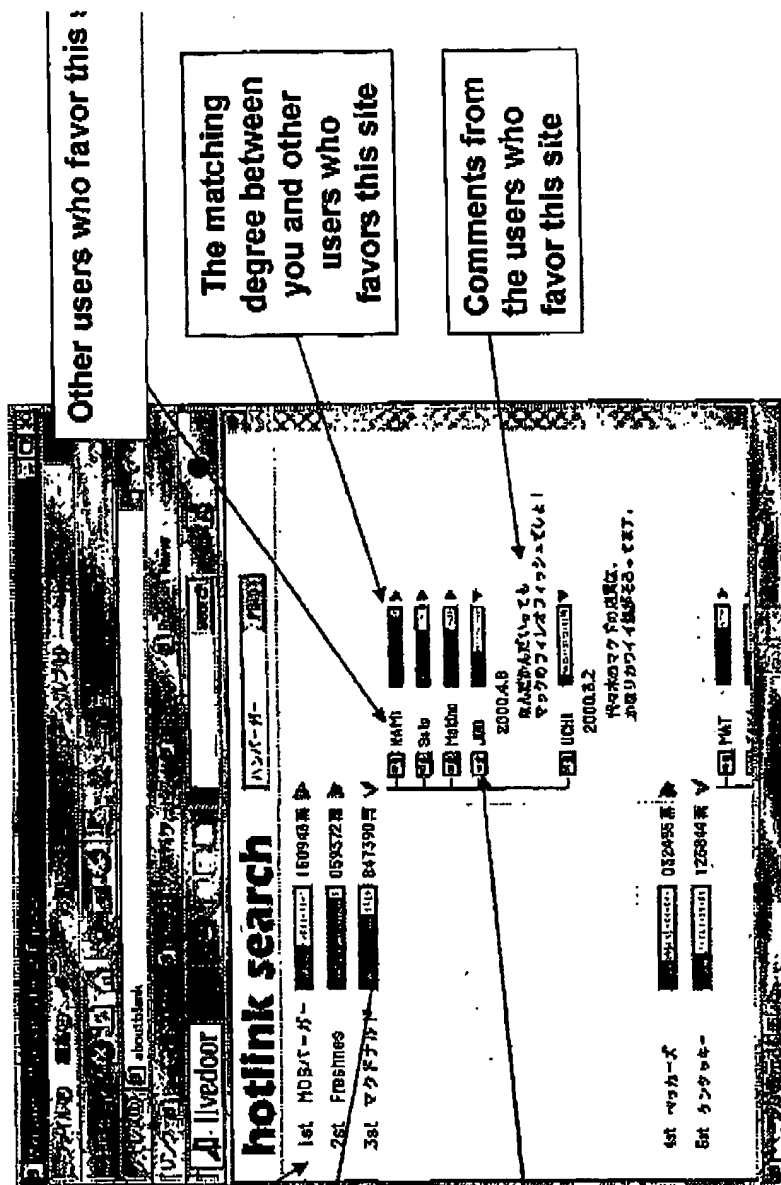
HotToLinkVer.1 System Overview



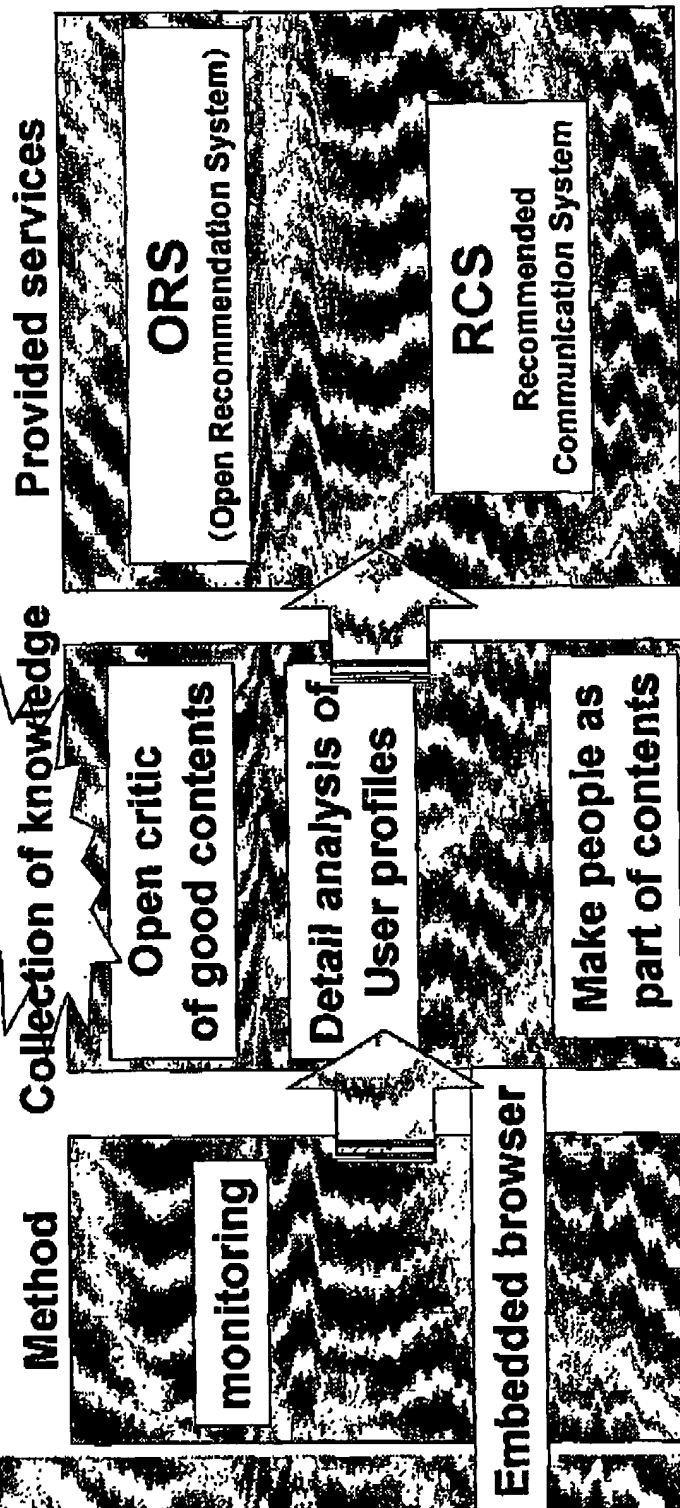


HotToLink Image Movie Demo

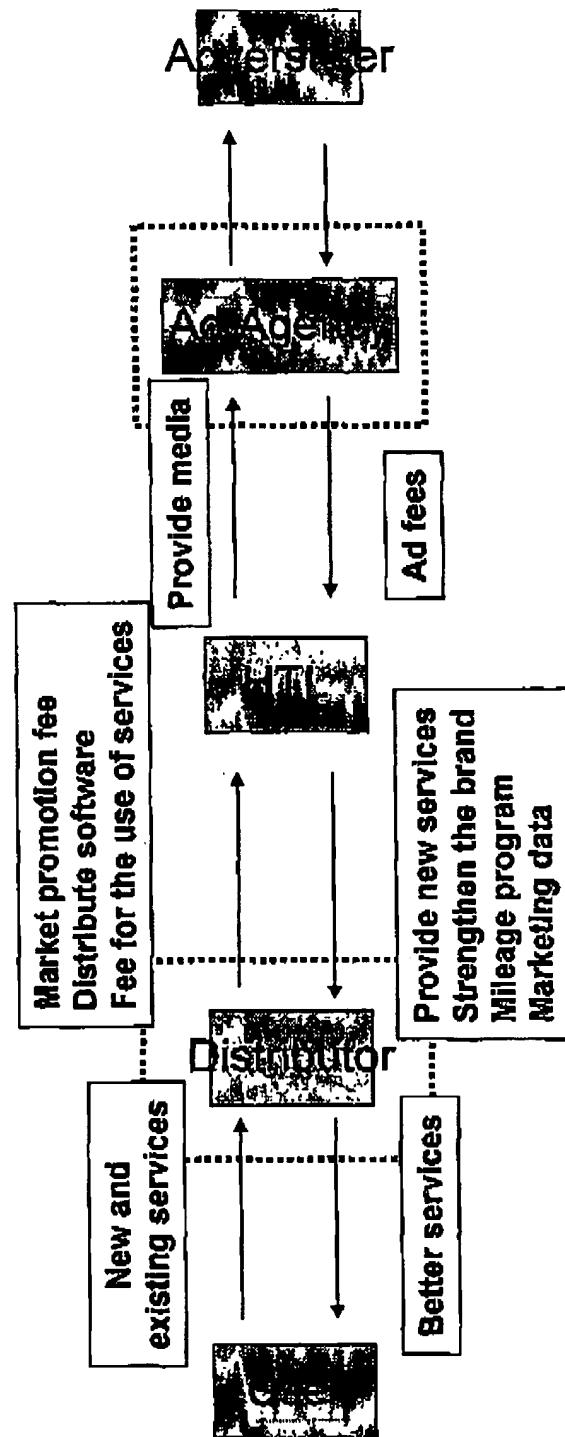
HotToLink Ver.1 Search & Search Results



Summary of HotToLink Concept



Business model idea





HotToLink Business



1. Clear user advantages
2. probability of building alliances for deployment
3. Clear business model and expect a return in a short period of time

User Merit

Low

Enjoy the Internet by pressing buttons

- Win the prize
- Donations by voting
- Receive cash
- Game like enjoyment by growing characters

Create and expand my interests

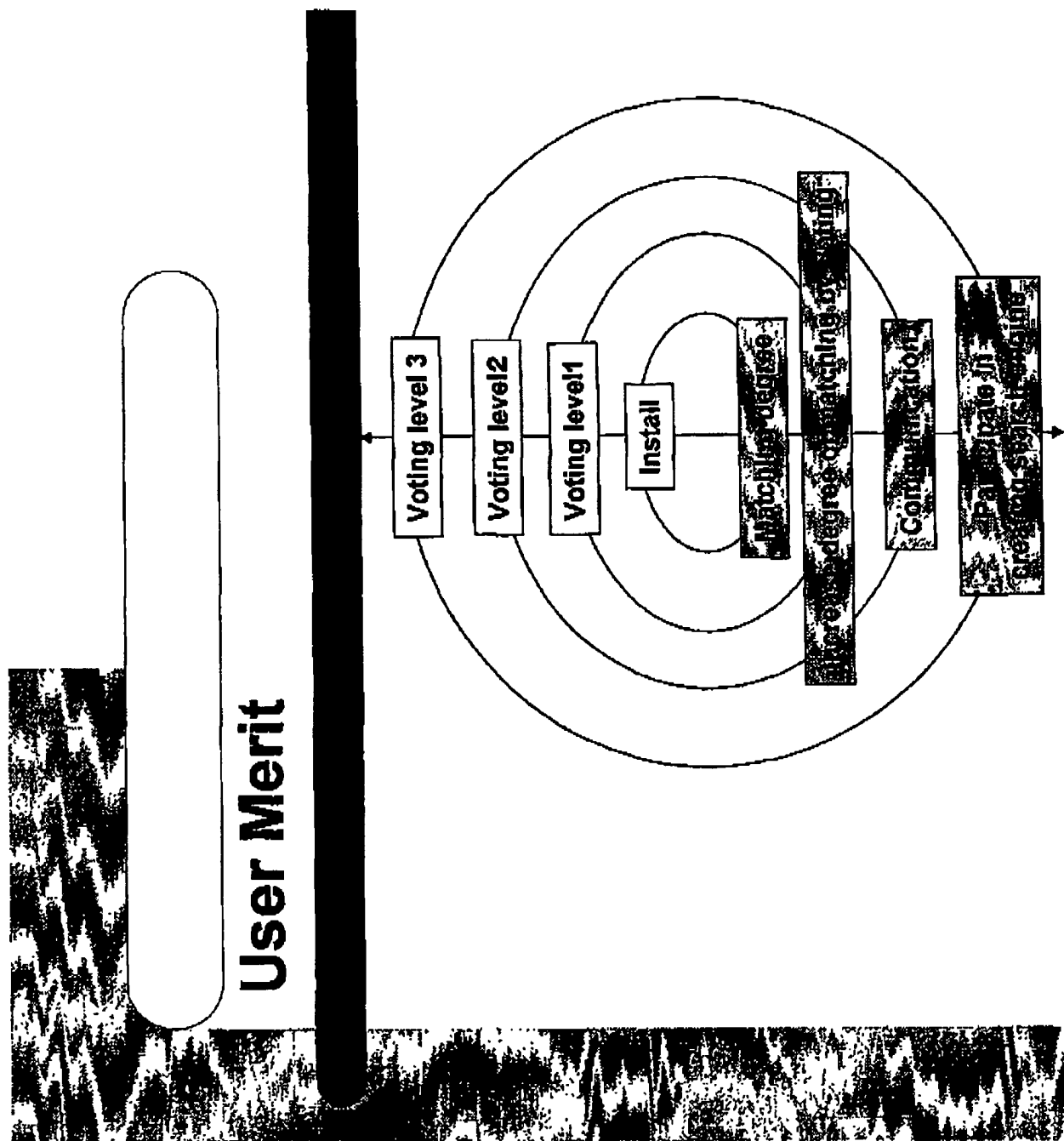
- Communication with users with similar profiles
- Recommendations based on your profile



Convey about the Internet community

- Sense of belonging to a group with contribution by creating high performance search engine

High

Online Participation





Distribution strategies

- Strategy 1: Alliance with

Since this service addresses the needs and current problems facing , they are likely to support the distribution.

- Strategy 2 : Distribution as value added services to other search engine, shopping mall sites, and other portal sites.

Distribution Strategy 1- Collaboration with ISPs

Needs and Current Status of ISPs

● ISP's Needs

Differentiation in other areas than pricing

- Add superior services
- Establish the brand
- Retain users with mileage services

● Current Status of ISPs

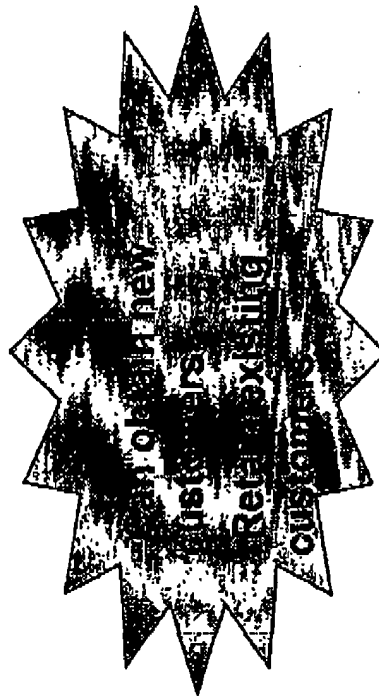
Difficulties in creating the system

- Have no resources for new services
- Have no expertise in contents services

Distribution Strategy 1 - Collaboration with ISPs

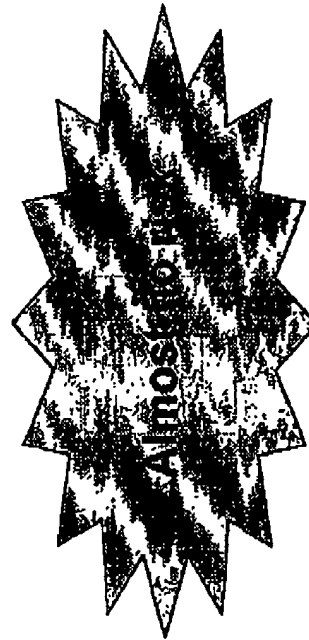
Compatible Needs between HotToLink & ISPs

- With HotToLink, ISP can
 - provide attractive services
 - to new and naïve users.
 - The more used, the better it gets. (hard to switch to other providers)



- ISP can easily adopt HotToLink

- HotLink creates contents and manage it.
- All ISP needs is to distribute plug-ins





Merits of Ad Agency and Advertiser



- More advanced and focused OneToOne banner
- Provide new advertising media



Profitability Analysis

- Marketability forecast
- Comparison with related services
- Strategies for competition
- Revenue forecast
 - # of users
 - Unit price
 - Revenue
- Profit planning
- Fund raising planning

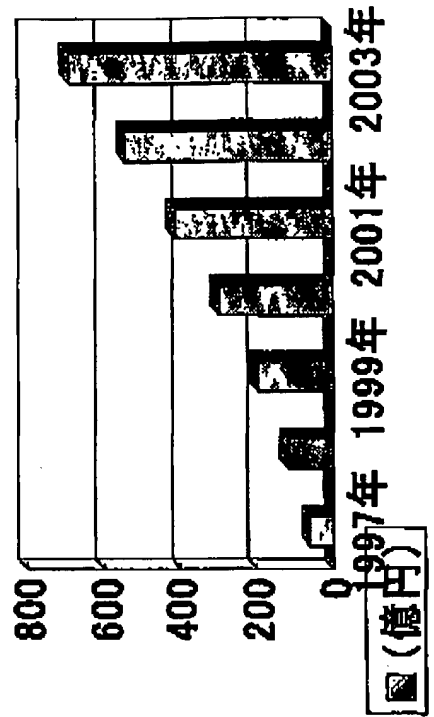
Market Forecast

- Advertisement budget on the Internet is expanding rapidly while the total expenditure on advertisement declines
- ¥70 billion market in 2003

•Domestic Ad. Fee



•Domestic Internet Ad. fee

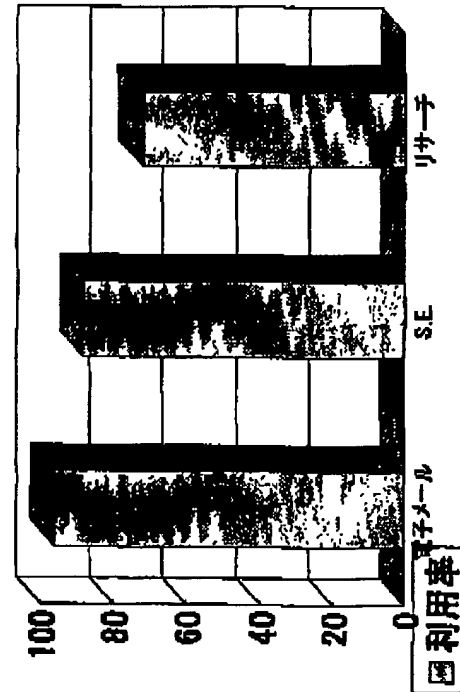


Forecast for the number of search engine users

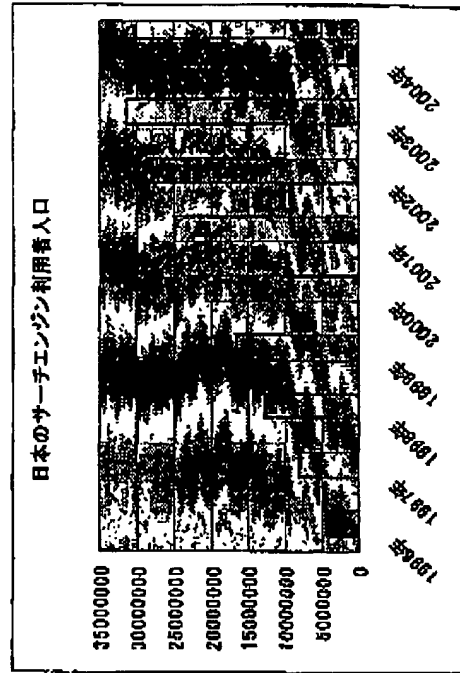
● Forecast to have 3 million in 5 years

- Establish % of the search engine market
- Establish % of the communication software market

•Internet user by use in percentage



•Domestic search engine use population forecast



Forecast on Unit Price and Frequencies of Ad Displays

●Assumption

- the daily average number Web pages by the user of
- this software is 20 pages.
- a price for each display of a banner

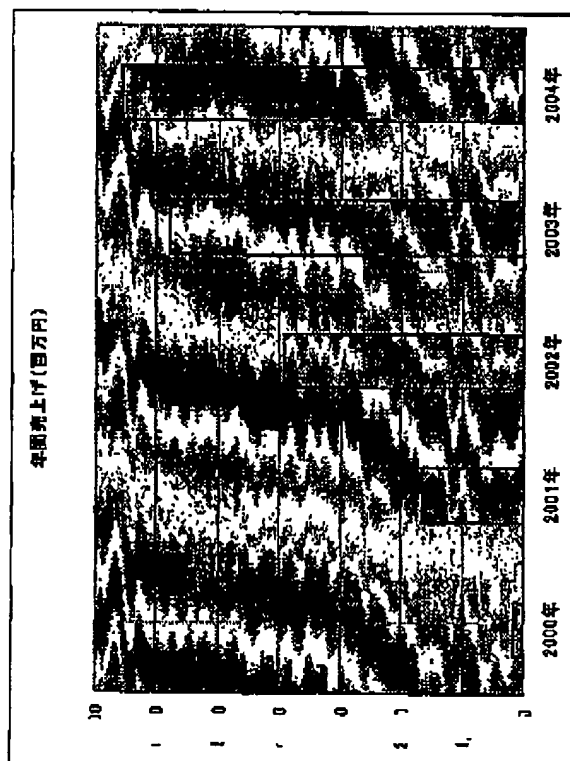
年	2000年	2001年	2002年	2003年	2004年
円/pv					

Revenue forecast (Banner only)

- A in the first year and $\frac{1}{5}$ in 5 years

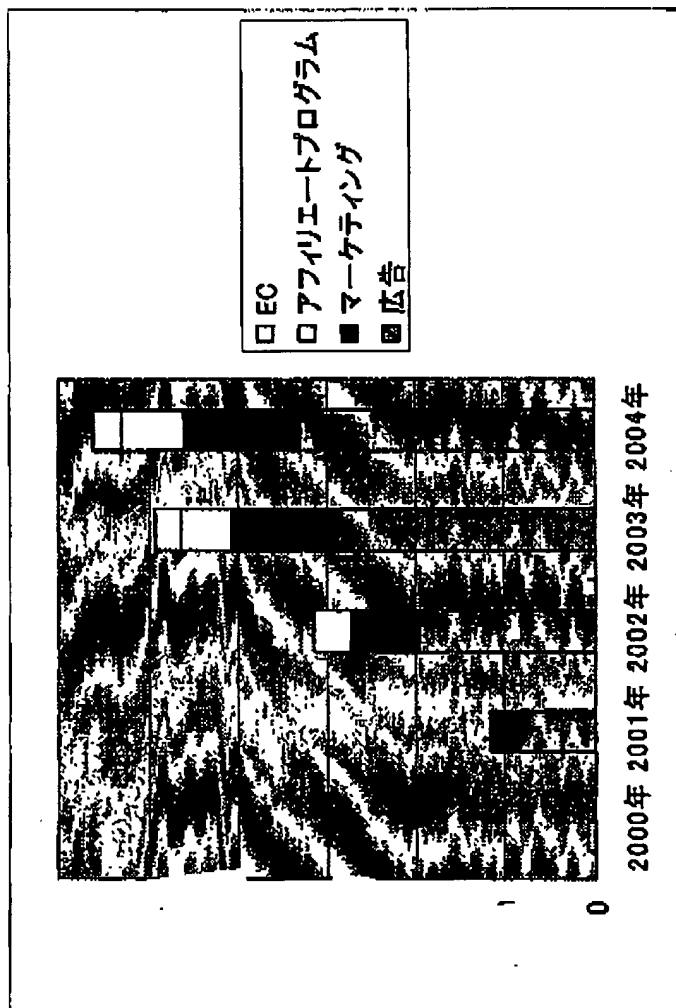
Banner revenue formula

- daily average number of HP \times 365 \times # of the users of this software \times banner unit price



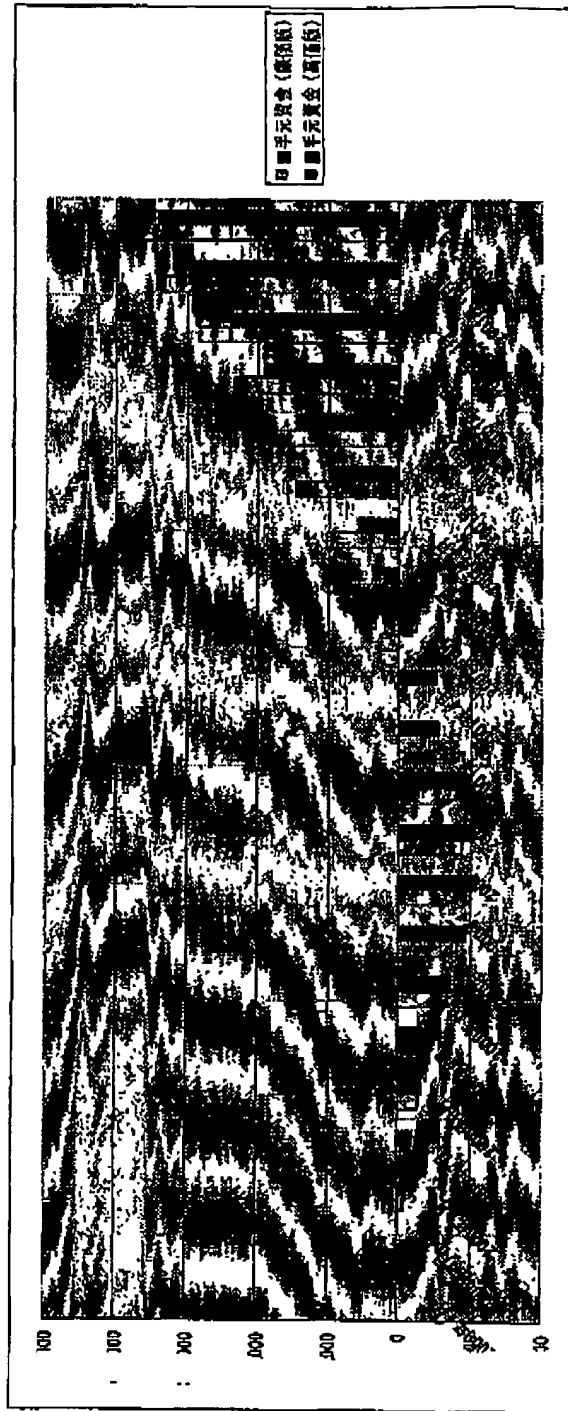
Revenue Forecast(Total)

- Set the target at : B Yen in 5 years




Profit Plan

- Dissolution of accumulated losses by the end of the first fiscal year
- Net Income \ billion in 2004





The Short term Schedule

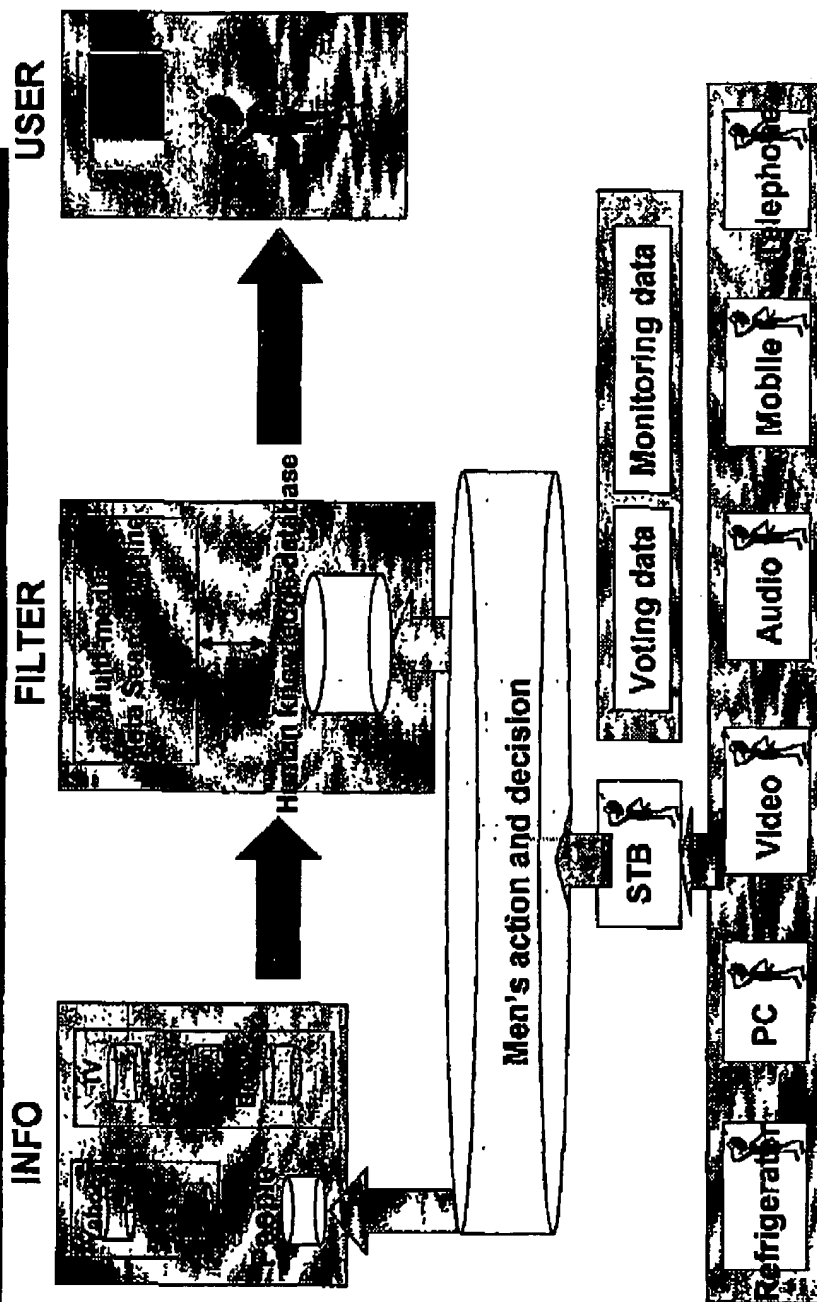
- 
- May Finish planning, obtain patent, alliance negotiation, development
 - June distribution of Beta version
 - July Launch
 - December Start Hot Search Service



Long term plan

- Improve the contents of services
 - Hot Search (information and human integrated, total information recommendation based search engine.)
- Expand the concept to terminals beyond PCs
- Expand into mobile terminals
 - Expand to digital home appliance
 - Monitoring software distribution on the set-top-box
- Expand into overseas

HotToLinkVer.2 System Overview



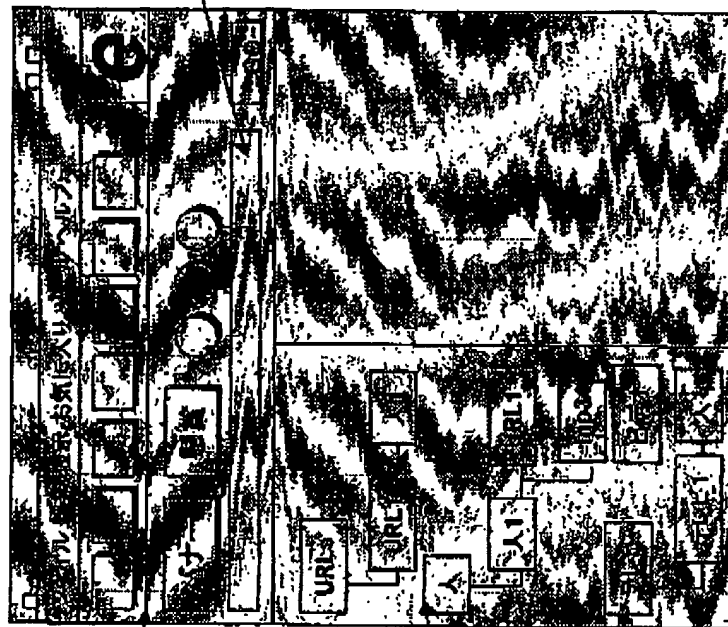
HotToLink Ver.2 Search/search result display

1. Voting/monitoring area

- ① embedded into browser
- ② OneToOne always displayed banner
- ③ Speed lottery

2. Search area

Part of browser



3. Search result display area

- high powered filtering and selection based on human actions and voting results
- Support for various media and display the multi facet results

Comparison with related services

• Evaluation of HotLink from the advertisement perspective

- Few or no marketing cost because of the browser built-in system.
- Expressive power due to graphics and animation is large
- the browser built-in system does not require other components
- All the users on the Internet use browsers, and the potential number of the users is large.

	Marketing cost	Expressiven	Usability	# of users
HotLink	None	Large	Compact	Large
Banner Ad	Enormous	-	-	-
Mail Ad	-	Weak	-	-
Ad cooperative ISP	-	-	Bulky	-
Banner cooperative	-	-	-	Small

Strategies against competition

- Business Method patent pending
 - Open Recommendation services
 - Recommended communication services
- Technology patent pending
 - Browser built-in software
 - Browser embedded advertisement software
 - Browser embedded survey software
 - Browser embedded search engine software
- First in the market place
 - No competition yet in the market
 - High switching cost from this service
 - 規模の利益が利く

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